

THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D. C. 20505

73-1255
681/10 73-0819/4
ER-73 4642

19 September 1973

MEMORANDUM FOR: Members, Intelligence Resources Advisory
Committee

SUBJECT : Management Objectives

1. I have provided the President with a set of objectives for the intelligence community, and I am prepared to be held accountable for our progress in achieving them. I am also in the process of establishing substantive objectives for FY 1974 for the community through USIB.

2. As a parallel measure for the resource management field, I believe we should set our principal management objectives for this fiscal year. These objectives should be made as specific as possible to serve as guides to our actions. We should be able to evaluate our performance as resource managers, at least in part, by measuring our accomplishments against our objectives at the end of the year. We should also be able to determine the reasons for inadequate performance and to decide on the actions needed to improve our performance.

3. Attached is a set of management objectives which I propose for IRAC, or, as appropriate, for the ASD(I) or program managers. Quarterly reporting on them would be conducted through IRAC. To assure the necessary follow-up, implementing steps would be required, which could be developed by the IRAC Working Group. At the end of the fiscal year, a report on performance toward these objectives would be processed through IRAC.

4. I would appreciate your comments on these objectives by 27 September 1973.

Sincerely,


W. E. Colby

25X1

Attachment
As stated

Distribution page for Memorandum for Members, Intelligence Resources
Advisory Committee, from DCI, subject: Management Objectives,
dated:

DCI/IC/CCG/[]s (9/19/73)

Distribution:

- 1 - DCI
- 1 - D/DCI
- 1 - ASD (I)
- 1 - General Davidson/ASD (I)
- 1 - D/INR/State
- 1 - Mr. Curl/State
- 1 - AD/OMB
- 1 - Mr. Donahue/OMB
- 1 - D/PPB
- 1 - USIB Secretariat
- 1 - ER
- 1 - A-D/DCI/IC
- 1 - DCI/IC/PEG
- 1 - DCI/IC/PRG
- 1 - DCI/IC/Registry
- 1 - DCI/IC/CCG subj (IRAC)
- 1 - DCI/IC/ExSec IRAC
- 1 - SEY chrono

SECRET

Approved For Release 2006/02/01 : CIA-RDP80B01495R000300100016-4

National Foreign Intelligence Program

Management Objectives for FY 1974

A. Tasks to be coordinated by IRAC and implemented by Program Managers:

1. Develop analytic systems to evaluate the comparative contributions and costs of individual collection, processing and production activities aimed at satisfying national foreign intelligence objectives. (Action: IC Staff)

2. Develop an overall R&D strategy to explore new directions and techniques in both the hard and soft sciences, to identify technological gaps and resource deficiencies, to eliminate unnecessary duplication of effort, and to provide the appropriate transfer of technology across program and organizational boundaries. (Action: R&D Council)

3. Seek more efficient compartmentation procedures. (Action: USIB Security Committee)

4. Monitor expenditures periodically throughout FY 1974, and be prepared to adjust expenditures if that becomes necessary. (Action: IC Comptroller)

5. Develop a program of resource-related studies to guide management for the current and future program years. (Action: IRAC Working Group)

B. Tasks for which ASD(I) has the primary responsibility:

1. Identify and eliminate unnecessary overlap or duplication between activities primarily serving national requirements and those primarily serving tactical requirements. Develop systematic interchange of product to serve both national and tactical intelligence purposes.

2. Establish contingency plans for manpower reductions for FY 1974-78 within the Department of Defense intelligence programs, and assess the impact of such reductions on intelligence capabilities and on personnel.

3. Increase the usefulness and efficiency of the Community On-Line Intelligence Exchange System (COINS) through measures

Approved For Release 2006/02/01 : CIA-RDP80B01495R000300100016-4

SECRET

such as a planned sequence of funding and the acquisition of equipment compatible with the overall system, the introduction of a broader selection of accessible files, and the initiation of a broader program to explain COINS' value to potential users.

C. Tasks for which the Directors of CIA, DIA, NSA, and NRO have the primary responsibility:

1. Develop and implement annual program and periodic review procedures to examine programs and projects against clearly stated objectives reflecting levels of priority and measure progress toward such objectives.
2. Develop and implement evaluation and audit procedures which will identify for program and budget decisions the proposed current and past balances between resources required and the value of the output of individual programs.
3. Provide improvements in intra- and inter-agency sharing and mutual assistance in logistics, training, communications, data processing, and administrative techniques.
4. Develop career management objectives and procedures.
5. Develop criteria for measuring productivity and plans for enhancing it.
6. Develop and implement procedures to manage resources so that reprogramming flexibility is maintained and workloads can be refocused as desirable reductions or increases are identified.
7. Promote research and development programs in technical systems, remote control techniques, etc., which could lead to manpower savings.
8. Develop and implement procedures to streamline intelligence production, while continuing to meet the essential needs of consumers, through such measures as discontinuing marginal products, consolidating related products, reducing duplication and redundancy among products, and adjusting the publication schedules of periodicals.